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PROGRAMME PLANNING: COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

FIFTH COUNTRY PROGRAMME FOR SWAZILAND

Programme period	Resources	$
1993-1996	Net IPF	4 050 000
	Estimated cost-sharing	2 540 000
	Total	6 590 000

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. The Kingdom of Swaziland has a population of approximately 817,000. The country covers an area of 17,364 square kilometres and borders the Republic of Mozambique and the Republic of South Africa. Swaziland is classified as a lower middle-income developing country with an estimated gross national product (GNP) per capita of $900 and a gross domestic product (GDP) per capita of $814 (1989).

2. GDP grew by an average of 3.8 per cent per annum during the 1980-1989 period. However, this growth was characterized by considerable variation. From 1989 to 1990, the economy grew by an estimated 4 per cent, permitting per capita GDP to increase only marginally, given the estimated population growth rate of 3.2 per cent per annum.

3. During the past decade, there have been considerable achievements in social welfare. School enrolment has improved, with approximately 76 per cent of children of primary school age and about 47 per cent of children of secondary school age enrolled as of 1988. Adult literacy has also improved appreciably from 44.8 per cent overall in 1976 (men, 42.7 per cent; women, 56.5 per cent) to 67 per cent overall in 1988 (men 69 per cent; women 65 per cent). Approximately 70 per cent of the population now has access to a health facility within an 8 kilometre radius; and there has been a steady increase in the number of women employed in the formal sector.

4. Swaziland still has major socio-economic problems to overcome, however, as evidenced by its human development index (HDI) of 0.458. Infant mortality, at 107 infant deaths per 1,000 live births, is high; life expectancy at birth is still only 56 years. Seventy-eight per cent of the total population are rural residents, some 90 per cent of whom live in homesteads on communal Swazi Nation Land, which is subject to increasingly to soil erosion and overgrazing. These persons make their livelihood from agricultural activities in which women predominate; seventy per cent of the farmers are women. Those not on homesteads are on individual tenure farms. Forty-five per cent of the rural homesteads do not have access to safe potable water. In addition, with only 95,200 persons in wage employment in 1990 and with increasingly restricted access to jobs in South Africa - which traditionally absorbed at least 18,000 male Swazi workers - job opportunities remain extremely limited. The result is that informal sector activities have to provide a livelihood for an increasing number of persons. Over the 1984-1990 period, on average 2,250 new jobs were created annually, while 7,700 job seekers entered the market annually, these in addition to the existing backlog of unemployed persons.

5. Swaziland's economic performance is determined, to a large extent, by its membership of the Common Monetary Area and the South African Customs Union. This limits the range of monetary, exchange rate and fiscal policy options available to the Government and renders the economy prone to shocks originating from South African economic conditions and policies. The

country's small natural resource base limits its potential for economic diversification.

6. The medium-term prospects for the economy are uncertain. Real economic growth is projected to reach 4 per cent per annum over the next three years, spurred mainly by the manufacturing sector. Export growth is expected to proceed apace, particularly in the area of non-traditional exports (yarn, clothing, footwear, beverage concentrates) partly as a consequence of continued inflows of private long-term capital. While imports are also expected to increase, Swaziland's balance of payments should remain positive. Yet, this depends upon the stabilizing effects of official net transfers and upon relative stability and predictability in the currently fluid social and economic conditions in the southern African region and the world.

B. National development objectives and strategies

7. The dramatic changes in the political and economic environment that have occurred since the end of the 1980s are bound to have a significant impact on Swaziland's future development. In order to withstand these changes, the country's economic base must be diversified and its relations with South Africa modified, while economic cooperation with other countries is pursued. This difficult period of transition toward an uncertain economic future requires a flexible approach to planning as well as a long-term perspective focused on Swaziland's main development concerns, namely to continue economic growth, achieve greater self-reliance, improve social justice and maintain stability.

8. The most recent formulation of strategic objectives dates back to the preparation of the Fourth National Development Plan (1983/84-1987/88). Thus a major review of all sectors is overdue. This year, the Government intends to prepare a perspective plan and policy which will identify achievements and problems of past development efforts and establish long-term development objectives, priorities and strategies. It is expected that this exercise will significantly improve the quality of the annual planning exercise. The establishment of a national technical cooperation coordination mechanism under the newly established External Assistance Unit in the Ministry of Economic Planning and Development should have similarly positive effects on the country's system of technical cooperation.

9. Pending the definition of a new national planning framework, annual Budget Speeches show the current orientation of national policy. In 1990, the Minister of Finance recommended a policy of "controlled structural adjustment" as part of a strategy to diversify and strengthen the productive base of the economy and to make the country more attractive to investors. The development initiatives which were then discussed and later reaffirmed by the 1991 and 1992 speeches focus on the supply-side constraints of the Swazi economy and on threats to the well-being of the Swazi people.

Recommendations include: (a) the development of human resources through basic and primary education to meet the requirements of a modern economy; (b) activities to help prevent and control the acquired immune deficiency syndrome (AIDS), focusing primarily on health education; (c) programmes that increase individuals' ability to control their family size, (d) the promotion of employment/self-employment in the formal, informal and rural sectors through vocational training and capital funding; (e) measures to increase the efficiency of production and marketing in the traditional agriculture sector; (f) initiatives to help sustain the natural environment and improve the management of water resources; and (g) concerted efforts to maximize the effective use of donor and government funds through improved planning and coordination. This thematic orientation was confirmed by the Government/UNDP programming workshop held in July 1992. Given the long-term nature of the underlying concerns, it is not surprising that several of the proposed areas had already been included in earlier plans.

10. The UNDP fifth country programme has been defined within this thematic framework. As the planned review and reformulation of longer-term policies and strategies proceed, the proposed programmes of support will need to be to be refined to reflect more fully specific national programme objectives.

II. EXTERNAL COOPERATION

A. Role of external cooperation

11. In 1990, the total value of official development assistance to Swaziland amounted to $55.8 million, 21 per cent of which represented government expenditure. About 90 per cent of assistance was given in the form of grants, the rest in loans. Technical cooperation valued at $33.5 million constituted more than half of the total, capital assistance one third, while the remainder was accounted for mostly by food aid and emergency relief assistance. Assistance was shared almost equally between bilateral and multilateral sources, with the Government of the United States, the single most important donor, disbursing $12.4 million, followed by the European Economic Community (EEC) with $11.3 million and the Government of the United Kingdom with $5.2 million. The 116 non-governmental organizations (NGOs) operating in the country, together, provided some $4.6 million.

12. The United Nations system contributed $9.9 million, or 18 per cent of total external assistance. Humanitarian relief efforts for refugees from Mozambique and South Africa, through the United Nations High Commissioner for Refugees (UNHCR), accounted for 17 per cent of United Nations assistance, while food aid from the World Food Programme (WFP), most of which was devoted to refugees, constituted 38 per cent. UNDP 1990 technical cooperation, worth $1.1 million, represented 11 per cent of the United Nations system's contribution, but only 3.3 per cent of total disbursements for technical cooperation in Swaziland.

13. External cooperation priorities responded to national development concerns. Human resources development (education and training) and health were at the forefront, absorbing 40 per cent and 11 per cent of aid, respectively. The areas of agriculture (14.5 per cent), transport (7 per cent), communications (5 per cent), and public administration (5 per cent) were the other major recipients of external assistance.

B. Aid coordination arrangements

14. Central responsibility for grant aid coordination lies with the Ministry of Economic Planning and Development, which was upgraded in October 1991 from its previous status as a department in the Prime Minister's Office in order to improve coordination and planning. Entrusted with this important mandate, the Ministry has initiated a number of changes to the system of planning and aid coordination that are expected to significantly improve the its effectiveness over the period of the fifth country programme. These reforms encompass the formulation of: (a) a long-term development strategy to provide a framework for all national development efforts; (b) a comprehensive sectoral and cross-sectoral coordination and planning mechanism; and (c) an external assistance management system.

15. Under the external assistance management system, regular annual and biannual bilateral consultations have been instituted with some of the major donors to ensure programme consistency and to monitor and review the implementation of projects. The UNDP sponsored national technical cooperation assessment and programme (NATCAP) exercise, launched in Swaziland on a pilot basis in 1986, has prepared the groundwork for a national technical cooperation coordination mechanism which is now taking shape under the newly established Ministry of Economic Planning and Development External Assistance Unit. Because of its considerable experience in technical cooperation management and aid coordination, UNDP is being sought as a major partner in building this capacity.

16. The new institutional framework for technical cooperation management will strengthen relations and coordination among donors. Harmonization of policies and programmes and their full integration into the national development strategy have been called for by the Government and donor support is being sought to achieve this.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

17. The main goal of the fourth country programme (1987-1991) was to assist Swaziland in achieving greater self-reliance by developing its human resources and institutional capacities, in line with government strategy and objectives, first outlined in the Fourth National Development Plan, UNDP resources were

used to support three priority areas: (a) improving the efficiency and control over the use of public funds; (b) stimulating private investment in both existing and new activities; and (c) creating more jobs through vocational programmes and the establishment of productive agricultural employment opportunities in the rural areas.

18. The projects included in the country programme were generally considered to be relevant to the national plan, as was confirmed by both the mid-term review in November 1989 and the assessment carried out in May 1991. UNDP was seen to respond flexibly to a wide range of technical cooperation needs, particularly in the fields of agricultural support services, taxation, export promotion and financing, as well as the development of social and physical infrastructure. Core indicative planning figure (IPF) resources of $4 million were supplemented by co-financing from other donors and funding from other available UNDP resources, including regional funds. Thus UNDP succeeded in mobilizing an additional $4.5 million in cost-sharing and other funds during the fourth cycle.

19. During the course of implementation of the country programme a number of problems were encountered which point to shortcomings in the original approach adopted by the programme. First, the absence of a clearly defined programme framework produced an excessive number of unrelated projects whose ultimate contribution to the achievement of national development goals was difficult to assess. Second, projects were frequently delayed, were slow to implement and often required extensions because project designs had not taken account of availability of national staff. Third, in several instances, ambiguities in project design led to difficulties in implementation, particularly when institution-building and direct support aspects were not clearly distinguished. Technical cooperation personnel were used excessively for direct support instead of building national capabilities and promoting institutional reforms.

20. These findings emphasize the need for a clearly delineated programme framework. Within this framework, technical cooperation projects should be directed, with almost no exceptions, to institution-building objectives rather than serve direct support functions. The use of technical experts must be planned more carefully and the utilization of local staff and local implementing capacities explored in a more systematic fashion. At a higher level, there is need to establish and reinforce government sectoral and intersectoral coordination and management capacities in order to integrate and utilize external assistance more effectively in the implementation of national programmes. Because of its particular mandate and experience as coordinator of multilateral assistance in the country, UNDP is being sought to help streamline technical cooperation coordination capacity.

B. Proposals for UNDP cooperation

1. Preparatory process

21. Preparations for the fifth country programme commenced in the first half of 1991 with a comprehensive review of the fourth cycle programme. In a series of consultations between UNDP and the government, the findings and recommendations of the study were examined with a view to establishing a common understanding of the country's most critical development problems. An advisory note containing UNDP views on the possible scope of the forthcoming programme was received by the Government for consideration. A meeting to discuss the note was held at the end of 1991. It involved officials from the different Government ministries and locally represented United Nations agencies (UNHCR, WFP, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF)). The focus of UNDP cooperation, as defined by Governing Council decision 90/34 of 23 June 1990, and the implications of the proposed "programme approach" for the new country programme were central topics of the meeting.

22. Based on the outcome of these discussions, a preliminary draft of the proposed fifth country programme was prepared in early 1992. However, the Government and UNDP felt that a submission to the May 1992 Governing Council was not a realistic target and that submission to the February 1993 Council was more appropriate. This would give the parties more time to adopt the programme approach and allow the country programme to take account of the country's review of its longer-term development priorities and the development activities proposed by the 1992/93-1994/95 Development Plan. A one-year extension of the fourth country programme was approved by UNDP in March 1992.

23. Since then a working committee of officials from the Ministry of Economic Planning and Development and UNDP has reviewed ongoing projects and proposals with a view to formulating an integrated programme. A programming workshop for principal secretaries of all government ministries was then held in July 1992. The workshop had the dual objective of (a) clarifying the principles and issues relating to the adoption of an integrated programme approach; and (b) reaching agreement on specific UNDP support to national programmes and finalizing the revised country programme proposal through close cooperation between the Government and UNDP.

2. Strategy for UNDP cooperation

24. For the fifth country programme, the Government of Swaziland is seeking UNDP cooperation primarily in developing the country's policy, planning and coordination framework. This strategy is in line with the Government's concern for continuing the country's socio-economic development during a difficult period of transition. UNDP experience in the field of development policy formulation and programme coordination, its worldwide access to specialized expertise and its political neutrality and independence make it a valuable partner in this process. The Government has therefore chosen the new

UNDP country programme as a main source of assistance in this complex exercise to set the direction for the country's development.

25. It is the Government's firm intention gradually to integrate all external assistance into national programmes with a view to improving coordination of the country's development efforts. Since this is precisely what the programme approach is designed to do, early UNDP involvement in the planning exercise has an obvious value for the future system of external cooperation management in Swaziland. Moreover, by addressing intersectoral issues, notably human resources development, employment, environmental concerns and management of socio-economic developments, the country programme will help to bring problem-oriented, multisectoral strategies and coordination to the forefront of the national planning exercise. As regards establishing a system for external assistance management, experience with the NATCAP process both locally and globally is considered a useful asset.

26. It is anticipated that during the formulation of the national development strategy and related sectoral strategies, bottlenecks in the institutional capacity for implementing particular segments of the national plan will appear that will have to be addressed on an urgent basis in order not to compromise plan implementation. UNDP is expected to assist the Government, within the framework of its country programme, in securing the required external technical cooperation from multilateral and/or bilateral sources. Its ability to mobilize resources far in excess of IPF resources has been proven in previous programmes. Moreover, its strong presence and coordinating role within the resident donor community, not only the United Nations system but also the Development Assistance Committee, have made UNDP a principal partner of the Government in technical cooperation. Clearly, given the limited amount of its own resources, UNDP cooperation should be increasingly utilized as a catalyst for attracting other resources in support of the Government's technical cooperation programme. The ability of UNDP to meet, through complementary activities, technical cooperation needs in institution-building that have been left unsatisfied by other donors is appreciated.

27. The Government plans to use UNDP resources strictly within the framework of the proposed country programme in order to maximize impact. This is facilitated by the fact that the national agenda concurs with the UNDP emphasis on promoting human development. While the programme areas of concentration are thus expected to be maintained throughout the country programme, there is continued need for flexibility in the management of individual programmes, which will have to reflect the outcome of the national planning exercise and the evolving political and economic situation in Southern Africa. Accordingly, the UNDP country programme will focus, in its initial stage, on planning and strategy, whereas downstream development activities will dominate in the later stages of country programme implementation.

3. Proposed UNDP cooperation in selected areas of concentration

28. The Government of Swaziland seeks UNDP cooperation in the following areas (estimated percentage of country programme resources allocated): human development (11 per cent); employment promotion (20 per cent); small landholder productivity (17 per cent); sustainable environment and water resource management (18 per cent); and public sector management of structural change (14 per cent).

Human development

29. Despite a significant expansion and improvement of social services, human development in Swaziland still lags behind the standard of other middle-income countries. Rapid population growth, at a rate of about 3.2 per cent (one of the highest in Africa), is frustrating the Government's efforts to improve the health status of, and provide adequate education for, all Swazi people. A strategy to deal vigorously with the population problem is still needed. Social achievements are now also threatened by the AIDS epidemic. At present, from 2 to 4 per cent of the population is estimated to be infected with the human immune deficiency virus (HIV). A National AIDS Prevention and Control Programme provides the framework for all AIDS-related activities. Under the human development theme, UNDP support ($700,000 in earmarked resources) will be used to:

(a) Develop a comprehensive national coordination mechanism for population activities;

(b) Extend AIDS/sexually transmitted disease education to the primary school level; and

(c) Devise a plan for effective horizontal integration of formal academic, vocational and informal education.

30. It is expected that early AIDS education will lead to increased awareness of risks and behavioural changes which, in turn, will result in lower rates of infection. Policy and coordination frameworks for population activities will lead to mutually reinforcing activities that improve family planning and awareness of contraception methods and, in the longer term, reduce rates of population growth. Improved integration of education will succeed in involving those who leave school early.

31. The major donors in the fields of health, education and population are the EEC, UNICEF and the United States Agency for International Development (USAID). Under Lome IV, the EEC will support the creation of a National Manpower Planning Unit, the training of teachers, and, together with the German Agency for Technical Cooperation (GTZ) and the Overseas Development Administration (ODA), vocational training activities. USAID is involved in teacher training, family planning and maternal and child health care. UNFPA and UNICEF are also active in family planning and maternal and child health. UNICEF also has a programme in basic education. AIDS education and control are supported by the World Health Organization (WHO) and the EEC.

Employment promotion

32. High and rising unemployment represents a growing social threat to Swaziland. Despite the Government's relentless efforts to create more formal sector employment, particularly by encouraging investment and trade, economic growth is simply not enough to provide sufficient jobs for the growing number entering the labour market. While continuing its efforts to develop the traditional agricultural sector and to stimulate manufacturing, the Government is also keen to promote employment in the informal urban and rural sectors. It seeks to develop a policy based plan of action to create an environment for informal employment, including facilitation of access to capital funding and vocational training for informal sector operators, most of whom are women. As part of the Government's strategy, UNDP is asked to cooperate ($1,310,000 in earmarked resources) in activities designed to:

(a) Formulate a strategy for informal sector employment creation based on a comprehensive economic, sociological and statistical study of unemployment in Swaziland;

(b) Undertake a study of the country's industrial sector to provide the necessary information for the design of a new industrial policy responding to the changing regional and global economic environment;

(c) Develop an effective grass-roots programme for income generation by improving cooperation between Government and NGOs; and

(d) Develop the decentralized national network of training centers for women's income-generating skills into a self-reliant system that effectively meets the full range of women's technical and managerial training needs for home-based production activities.

33. In view of the multifaceted nature and complexity of the employment problems, the proposed programme for employment promotion will refer to virtually all recommendations of Governing Council decision 9/34 of 23 June 1990.

34. It is expected that the Government's employment strategy will produce measurable improvement in job creation both in the formal and informal sectors (e.g., employment statistics, census data).

35. Employment is supported by several other major donors. More adequate training and education for formal sector employment is the main concern of the National Manpower Planning Unit, which is being established with the assistance of the EEC. USAID has a programme to develop small businesses. In the informal sector, the EEC and the Government of the Netherlands are financing small grass-roots projects for income generation.

Small landholder productivity

36. The Ministry of Agriculture and Cooperatives has recently embarked on a review of its 1986 Agricultural Development Strategy. The exercise is expected to lead to the identification and implementation of specific policy measures designed to alleviate such major constraints to Swaziland's agricultural development: poor use of land and water resources; low livestock productivity; and inadequate marketing and storage infrastructures. The Government has already indicated that the expansion of agricultural production among farmers on Swazi National Land will be a priority concern, as it is expected to increase rural employment and income, bring about a more equitable distribution of income and improve food security. UNDP cooperation ($1,125,000 in earmarked resources) will be sought in:

(a) Formulating and implementing a small landholder development strategy;

(b) Formulating a strategy for strategic food reserves;

(c) Developing an effective system for land-use mapping;

(d) Expanding seed production by small-scale farmers; and

(e) Improving the use and management of rangelands.

37. It is expected that productivity will increase as improved information and coordination enable the Government to adjust its programmes to the conditions and needs of small landholders. Agricultural census data will provide information about the ultimate success or failure of the strategy.

38. The African Development Bank (AfDB) currently assists the Ministry of Agriculture and Cooperatives in preparations for the new agricultural development strategy. USAID provides assistance to the small landholder agricultural subsector through a large-scale project aimed at promoting the development of agri-business and commercialization of agriculture, thereby increasing the efficiency of agricultural production and marketing.

Sustainable environment and water resource management

39. It will not be possible to support the rising population nor maintain, let alone increase, agricultural and livestock production unless effective measures are undertaken to safeguard the environment, particularly land and water resources, and to implement sustainable development. The Government of Swaziland is acutely conscious of this need and participated actively in the United Nations Conference on Environment and Development (UNCED). In the context of its preparations for UNCED, the Government, in collaboration with NGOs, drew up a paper which outlines the primary environmental concerns of the country. Recently the establishment of an environmental authority has been approved. Feasibility studies for the development of the Komati River basin within Swaziland are currently ongoing. The development of this important

River basin, and the development of the country's land and water resources as a whole, needs to be placed into the framework of a coherent and comprehensive environmental strategy and action plan. UNDP cooperation ($1,205,000 in earmarked resources) will focus on:

(a) Preparing an environmental action plan;

(b) Preparing comprehensive water resource management legislation;

(c) Enhancing the Government's capacity in the negotiation, monitoring and supervision of feasibility studies related to the development of the Komati River basin;

(d) Establishing a coordination bureau for the management of the Komati River basin development programme; and

(e) Providing safe potable water and sanitation facilities in rural areas.

40. It is anticipated that these activities will result in more rational allocation of internal and external resources for environmentally sustainable development and, in particular, rational management of the increasingly valuable water resources for agriculture and human use.

41. The EEC, UNICEF, WHO, ODA and several NGOs also will cooperate in the provision of safe potable water supplies in rural and urban areas. The World Bank is closely involved in the preparation of the Komati River basin programme.

Public sector management of structural change

42. Swaziland's public sector institutions have not kept pace with the country's economic development. Inadequate policy analysis, planning and coordination weaken the Government's role in the development process. The Government is committed to addressing this constraint by reinforcing its development planning and management capacities in order to deal more effectively with the challenges arising from changes in the national, regional and international environment. The programme directed at improving public sector management will require external technical cooperation. Because of its sectoral and political neutrality and universality, UNDP has been chosen to assist the Government in these sensitive areas of national development. In particular, UNDP will be involved ($900,000 in earmarked resources) in:

(a) Formulating a national development strategy that addresses the country's long-term development concerns and priorities and provides a coherent framework for the coordination of future development activities;

(b) Establishing an integrated national system for planning, coordination and monitoring of external assistance; and

(c) Enhancing the quality of central management services by introducing the independent capacity to carry out efficiency reviews for clients in the public sector.

43. The country's future development activities will be determined within the proposed strategic planning framework, thus enabling the Government to respond more forcefully to the country's needs and concerns and to deal more effectively with changes in the relevant political, social and economic environment.

44. Public sector planning and management are assisted by the EEC and the Governments of Germany and the United Kingdom, which provide the services of several planning advisers and experts. The EEC, ODA and USAID are involved in administrative training of government staff.

C. Assistance outside main country programme areas

45. During the 12 months in 1992 for which the fourth country programme (1987-1991) had been extended, virtually all projects from the previous programme were completed. UNDP commitment to new projects outside the proposed areas of concentration is limited to the following projects which address urgent technical needs: an export financing scheme, support to the roads branch and support for the development and implementation of housing programmes. In addition, the country programme will support a multisectoral training facility which will cover the organization of in-country workshops and seminars and the cost of sending participants to short-term training programmes outside the country, with preference given to programmes within the region. These projects absorb approximately 13 per cent of the programmed resources.

46. In order to respond flexibly to specific technical cooperation needs outside the main areas of concentration that may emerge during the fifth cycle, an unprogrammed reserve, not exceeding 10 per cent of total IPF resources, will be established.

D. Implementation and management arrangements

47. In moving toward national execution, programmes and programme components will rely, as much as possible, on existing coordination arrangements. Given the intersectoral nature of most programmes, there may, however, be a need to establish interministerial steering committees if no adequate national structures exist. A national manager will be appointed for each programme component and bear the ultimate responsibility for its proper implementation. Throughout the implementation of the programmes and programme components, as well as the country programme as a whole, particular care will be taken to ensure that women will also benefit from the development process.

48. Under the sponsorship of the Ministry of Economic Planning and Development, annual reviews of the five national programmes will be held to assess the progress in implementing the various components. They will involve the relevant sectoral ministries, UNDP and other concerned donors. The 1994/95 annual review will also serve as mid-term review for the UNDP country programme. It will focus specifically on the experience with the programme approach and the progress toward national execution.

49. In view of the country programme's focus on strategy formulation, United Nations specialized agencies are expected to take part in sectoral reviews and provide policy advice in their areas of expertise. Alternative implementation strategies, particularly the increased use of local and regional capacities, will be explored for future programme activities.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

	(Thousands of dollars)	
Carry-over from fourth cycle IPF	888	
Fifth cycle IPF	4 552	
Borrowing from fifth cycle (extension of fourth country programme	(1 389)	
Subtotal IPF		4 051
Project cost-sharing (Government)	400	
Project cost-sharing (third Party)	2 140	
Programme cost-sharing	-	
Subtotal cost-sharing		2 540
TOTAL		6 591

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	Thousands of dollars			Percentage of total resources
	IPF	Cost-sharing	Total	
Human development	200	500	700	11
Employment promotion	610	700	1 310	20
Small landholder agricultural productivity	1 050	75*	1 125	17
Environment and water resources management	340	865	900	18
Public sector management of structural change	900	-	860	13
Outside of programme areas	460	400	1 205	14
Subtotal	3 560	2 540	6 100	93
Unprogrammed reserve	491	-	491	7
TOTAL	4 051	2 540	6 591	100

* Either third party cost-sharing or GEF/Agenda 21.

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

(Thousands of dollars)

A. UNDP-administered funds	
SPR	-
UNCDF	-
UNSO	-
UNIFEM	-
UNRFNRE	-
UNFSTD	-
Subtotal	-
B. Other United Nations resources	
JCGP participating agencies:	
UNFPA	2 000
UNICEF	2 800
WFP	15 000
IFAD	-
Other United Nations agencies (non-UNDP financed)	-
Global Environment Facility	150 a/
Subtotal	19 950
Total non-core and other United Nations resources	-
C. Non-United Nations resources	-
TOTAL	19 950

a/ Either GEF or third-party cost-sharing.

Annex II

PROGRAMME MATRIX

Area of concentration	Area of focus a/					
	Poverty eradication and grass-roots development	Environment and natural resource management	Management development	Technical cooperation among developing countries	Transfer and adaptation of technology	Women in development
I. HUMAN DEVELOPMENT						
Coordination of population activiities	*	*				
AIDS/STD education in primary schools	*					*
Horizontal integration of education	*	*				*
II. EMPLOYMENT PROMOTION						
Non-formal sector employment strategy	*					
Industrial sector study	*					*
Grass-roots programme for employment creation	*		*			
Women's income generation	*	*				*
						*
III. SMALL LANDHOLDER PRODUCTIVITY						
Small landholder development strategy	*					
Land-use planning		*				
Seed production by small-scale farmers	*					
Strategic food reserve policy	*					
Rangeland development		*				
IV. ENVIRONMENT AND WATER RESOURCES MANAGEMENT						
Environment action plan		*				
Water resource management legislation		*				
Coordination bureau for Komati development		*				
Komati negotiations and feasibility studies panel		*				
Rural water and sanitation facilities	*	*				*
V. PUBLIC SECTOR MANAGEMENT OF STRUCTURAL CHANGE						
National development strategy	*	*				
External assistance management system	*				*	
Central management services			*			
Ministry of Finance			*			

a/ Asterisk indicates major linkages only.